



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION
(MECHANIZED)
FORT HOOD, TEXAS 76544



AFYB-HQ

18 JUN 04

MEMORANDUM RECORD

SUBJECT: Command Philosophy

1. My command philosophy is straightforward. First, our primary business is to fight and win our nation's wars. This will be the standing order everyday of every soldier and civilian assigned to the 4th Infantry Division. We will provide a trained and ready combat division that is fully capable of defeating any threat on the 21st Century battlefield. I believe in tough, realistic training that will allow a unit to deploy quickly to a battlefield no matter where it may be and win. In order to do this; here are some essential principles I expect you to follow:

a. **DISCIPLINE.** All well trained and well maintained organizations and units are disciplined. Disciplined soldiers continue to fight when all seems lost. Disciplined soldiers train and operate safely as well as follow established procedures. Disciplined soldiers do routine tasks out of habit and are ready for the unexpected. Disciplined units operate in a decentralized manner. Why? Because they can be counted on to do what's right, even when the commander is away. We must demonstrate discipline in everything we do and at every level of command - Crew, Squad, Platoon, Company, Battery, Battalion, Squadron and Brigade. Winning soldiers and civilians are self-disciplined ones. Winning commanders support their soldiers, and civilians with an organizational climate that fosters subordinate initiative and demands doing what is right.

b. **TRAINING.** Training for war is our primary business. We must take every available opportunity to train. We cannot waste time when we are training because training time is too precious. Because training time is a limited resource, we must take advantage of every opportunity to train. Training future leaders to lead soldiers into combat is one of our most important tasks. FM7.0 and FM 7.1 are the doctrine and what we will use as the guide. Everything we do will focus on a Task, Condition and Standard whether it is individual or collective training. Inherent in every training event is the sustainment and training of our digital and communication skills. We must develop leaders that are flexible and can quickly assess ambiguous situations, make decisions and act on them in a decisive manner. Everything we do will focus on the Task, Condition, and Standard whether it is Individual or Collective training. However, if training is not right, we must stop it and get it right; therefore, we will take time to retrain the missions that are not done to standard.

c. **MAINTENANCE.** Maintenance is the cornerstone of a mechanized and aviation mounted force. Everyone is responsible for maintenance. Maintenance will be performed in accordance with appropriate publications. No shortcuts are acceptable! The standard is the 10/20 standard. Maintenance must be planned, scheduled conducted and supervised the same as any other training event. Tank- Howitzer- Bradley- Aviation and Wheeled vehicle commanders are fully responsible and accountable for their assigned vehicles or aircraft. Maintenance of our digital and communications systems is equally important and essential to the Division and should be performed as a matter of routine. Last, I ask everyone to remain vigilant to fraud, waste and abuse. We do not have unlimited resources and we must protect what we have.

d. **LEADING.** The backbone of our organization is the leaders. Every leader is expected to lead by example. Leaders must know their soldiers and civilians, develop, teach, and coach them so they can reach their full potential. Soldiers and civilians deserve the very best from their leaders, and we must do our part to make it happen. I expect leaders to be tactically and technically proficient in their assigned field. Leaders are responsible for setting the pace in everything we do. Good leaders have fun and have a sense of humor.

e. **CARING.** Caring for Soldiers, Civilians and their Families is key to readiness. A Soldier or Civilian's performance is directly related to their perception of self and the well - being of their family. As leaders, we must be fully dedicated to the many legitimate needs of our Soldiers and Civilians. From promoting "Quality of Life" issues, to ensuring Equal Opportunity, to having a solid family support system that function in a consistent manner, all Soldiers, Civilians and their Families will be treated with dignity, fairness and respect. I shall accept nothing less. There will be no double standards!

f. **SAFETY.** Safety and risk management is an essential ingredient to readiness. The management of risk is the key to avoiding costly and unnecessary accidents. There is no mission or task so important that safety can be compromised. Everyone is responsible for safety, and we must think safety in everything we do. Disciplined units and organizations are safe units. We will train our units, as they would operate in combat. Bad habits get worse in combat and result in unnecessary loss of life and equipment. I expect all units and organizations to make risk management a routine part of their daily business.

Remember that our mission is to stay trained and ready ...I'll meet you on the high ground!!!

J.D. THURMAN
MG, USA
Commanding